

Utah's Division of Child and Family Services

Eastern Region Report

Qualitative Case Review Findings

Review Conducted

May 1-4, 2017

A Report by

The Office of Services Review

utah department of
human services

I. Introduction

The Eastern Region Qualitative Case Review (QCR) for FY2017 was held the week of May 1-4, 2017. Reviewers were selected from the Office of Services Review, the Division of Child and Family Services, community partners and other interested parties.

There were 20 cases randomly selected for the Eastern Region review. The sample included 16 foster care cases and four in-home cases.

Cases were selected from the Blanding, Castle Dale, Moab, Price, Roosevelt, and Vernal offices. A certified lead reviewer and a shadow reviewer were assigned to each case. Information was obtained through in-depth interviews with the child (if old enough to participate), his or her parents or other guardians, foster parents, caseworker, teacher, therapist, other service providers, and others having a significant role in the child's life. Additionally, the child's file, including prior CPS investigations and other available records, was reviewed.

Staff from the Office of Services Review met with region staff on September 18, 2017 in an exit conference to review the results of the region's QCR. Scores and data analysis was presented to the region.

II. Stakeholder Observations

The results of the QCR should be considered within a broad context of local and regional interaction with community partners. Each year Office of Services Review staff members interview key community stakeholders such as foster parents, providers, representatives from the legal community, other community agencies, and DCFS staff. As of September 2015, stakeholder interviews have been structured to incorporate elements from the Federal Child and Family Services Review- Stakeholder Interview Guide. The actual guide can be found at [https://training.cfsrportal.org/resources/3105#Stakeholder Interview Guide](https://training.cfsrportal.org/resources/3105#Stakeholder%20Interview%20Guide). On May 3-4, 2017 members of the OSR staff interviewed individuals and groups of DCFS staff and community partners. DCFS staff who were interviewed included the Region Director, region administrators, supervisors, and caseworkers. Community partners interviewed included individuals or groups from Carbon, Duchesne, Emery, San Juan and Uintah Counties. Those interviewed represented perspectives from mental health providers, Assistant Attorney General, Guardian ad Litem, Juvenile Probation, Juvenile Court Judges, Foster Parents. Interviews were conducted in Price, and Roosevelt. Strengths and opportunities for improvement were identified by the various groups of stakeholders as described below.

Section I- State Automated Child Welfare Information System (SAFE)

- No information was requested or collected for this section.

Section II- Case Review System

- Plans are developed with input from parents and children, to the degree that they are interested in participating and where there are no barriers such as incarceration, out of area and lack of transportation. In the past, the Price courts were much more instrumental in the development of the plan, but this has shifted with the courts allowing the family and formal partners to collaborate in the development of the plan.
- Periodic review hearings are typically occurring at 90 days but no later than 6 months.
- Permanency hearings are scheduled at the dispositional hearing which puts the hearing on the court calendar well in advance of the 12 month-mark. However, the hearing could be moved up when it appears that there is no progress in the case. In some instances the dispositional findings can be delayed by legal maneuvering by the attorney for the parents, however, this does not impact the permanency hearing which is scheduled according to the removal date and not the dispositional date.
- The automated court information system "Cares" generates notices for the courts and legal partners when to file petitions for the Termination of Parental Rights. This occurs in conjunction with the permanency hearing when the judge suspends reunification services. At this point the petition for termination will be filed within 45 days of the end of reunification services. Delays in the process occur but are infrequent, but when there are delays it is generally for good reasons such as accommodate the parents' legal rights. It was also noted that the workload for the Assistant Attorney General in Price, can contribute to delays in the process. The courts try to impress upon the family the

importance of legal timeframes. This occurs early on in the legal process, so that parents are not caught by surprise at the end.

- The judge in Price, routinely and consistently recognizes when foster parents are present in court and encourages foster parents to address the court. In instances when the foster parent feels uncomfortable addressing the court, the foster parent will give the information to the caseworker to convey to the courts. Foster parents receive notice of upcoming court events through several informal means such as text messages and phone calls or visits with the caseworker or when these are discussed in Family Team Meetings. Family Team Meetings are typically scheduled 30 days prior to upcoming court dates.

Section III- Quality Assurance System

- Most of the community partners are unaware of what efforts the agency makes in regards to Quality Assurance. Most community partners are not aware of what the performance standards are for the agency nor are they aware of whether the agency meets these standards.
- Agency staff are generally aware of the what the performance standards are and whether the team, office or region is meeting the particular standard. Most teams within the region participate in internal Quality Assurance efforts, such as Supervisor Finishing Touches. CPS workers report that all their cases are subject to review. Most on-going services workers report they expect to meet with their supervisor at least twice per month to review their individual performance. Although frontline staff do not always see performance reports, they are aware that performance reports are used by the administrative team and staff are aware of the expectations. Supervisors report they review cases according to the standards of the Case Process Review and Qualitative Case Review tools. Supervisors look at one case per worker per month.
- The administrative team has determined to place more emphasis on the Quality Assurance efforts. Most of the staff and administration report that this has benefitted staff and families and the effort has been worthwhile.
- Some of the supervisors still use the automated performance reports that can be generated from SAFE but many of the supervisors find the data to be unreliable while SAFE is going through the reprogramming transition from classic SAFE to webSAFE.
- The region is in the process of transitioning from one Practice Improvement Coordinator to a new one.

Section IV- Staff and Provider Training

- Partners are involved in some of the training activities associated with the agency. In some instances, community partners are asked to present training to staff within the agency, while in other instances, community partners are invited to attend training sessions where agency initiatives are presented.
- New or recently hired staff who participated in New Employee Orientation, Practice Model Training and so forth, reported that the training was helpful in setting up a new

case but it was less helpful in instructing staff how to manage an existing case. Some felt that the training is good, but that new staff could benefit with an abbreviated refresher within the end of the first year of employment.

- The region tries to restrict the number of cases a new employee will be assigned during their first year of employment, so that the worker can grow in understanding while their caseload grows to a full case load. While this gradual case assignment is a regional guideline, not all new staff had similar experiences. Some staff were immersed more gradually and others experienced a more accelerated case assignment rate. It is expected that all new staff will be paired up with a mentor employee who accompanies the new employee on all activities; however, this is implemented inconsistently.
- Most workers reported that they when the classroom training was accompanied by printed material; they were more likely to find the training to be helpful.
- Supervisors state that they feel that the version of Practice Model being provided to new staff now is better than the training experience that was provided 15 years ago.
- Staff in Roosevelt were invited by another agency to participate in a secondary trauma training.
- The state office provides an array of mandatory training that coincides with the initiatives of the agency, such as HomeWorks. Additionally, Supervisors develop in-service training for veteran staff as needs are identified. Staff are also permitted to attend one conference annually.
- Community partners have been trained on the agency's initiative of HomeWorks. Initiative experts came from the state office to provide the training to community partners which was helpful and appreciated by the participants.
- Foster parents are receiving training through Utah Foster Care Foundation. Some report this training to be good while others report it to be inferior. One common theme that emerged from nearly all parties; the online training is much more difficult to engage with than the class room experience. The online training is intended to accommodate foster parents who live at great distance from trainings offered at central locations. However, nearly all parties agree that the classroom experience far surpasses the on-line session and that it is worth the drive. Classroom training sessions are offered about once every two to three months.
- Foster parents are also encouraged to attend foster cluster groups (where available) where training can be provided. Foster parents also report that there are some social media groups where foster parents have congregated and these have evolved into a functional support group for those who participate.
- There is a Pathways training that is being provided by the regional kinship team, which is reported to be going very well.

Section V- Service Array and Service Development

- Some of the more urgent basic needs for residents of Price, include better paying jobs, insurance, and transportation. Some of the more urgent needs in Roosevelt/Vernal area include, quality housing.

- Some medically needy foster children must travel out of area in order to get needed medical interventions.
- Agency staff and community partners are thus far pleased with the UFACET assessment tool which identifies the needs. The Price Mental health provider has observed staff complete the agency's UFACET and feels like it is a good initial assessment, but follows up with a mental health evaluation completed through MH.
- In Price, there is a lack of local, psychological diagnostic services. There is a provider who is willing to travel to Price once per month and provide psychiatric services to children. Although the service is limited to one day per month, most are grateful for this and see it as valuable. Staff and clients try to be creative in finding service solutions where resources are limited by looking for private providers, sliding scale fees, and pro bono work.
- In the Roosevelt/Vernal area, there is some out-patient drug treatment which is provided at a rate of one visit per month.
- There are limited service options for Domestic Violence service in Price. There is one provider who treats perpetrators while another provider serves victims. It seems that the provider for perpetrators is much busier and is sometimes unable to keep up with the demand.
- In Price, there are little to no substance abuse treatment options for youth. Substance abuse treatment for adults is available but only on a limited basis, as there is only out-patient and there is no supervised detoxification resource. However, what is provided is deemed to be effective for clients who engage in this service.
- Service to juvenile sex offenders is limited throughout the Eastern region where some communities have a limited array of service while others have none.
- Some foster parents reported that they may need supports and services to assist them with the child placed with them but are not sure how to ask for services.
- In the early stages of the HomeWorks initiative, there is a lack of resources to support the initiative.
- Drug testing in most communities in the region can be difficult due to limited availability of schedule or distance.

Section VI- Agency Responsiveness to Community

- Several have noted the improving relationship between the agency and the courts in Price.
- The agency participates in several community stakeholder committees where the primary purpose is to identify, discuss and promote community-based solutions for families. The committee also serves as the collaborators meeting for partners to work together and improve inter-agency relations.
- There is only one mental health provider in Price, who speaks Spanish. This provider does a good job but is limited in the array of treatment he is qualified to provide. There is not a lot of need for Spanish speaking resources but the need is growing. There is not a measurable need for other native languages. There was an instance this past year,

when a parenting class was needed for a Spanish speaking family and staff were able to develop the resource for this situation.

- In Roosevelt/Vernal, there are some limited services for the Spanish speaking population. There was an example this past year where a specific resource was not available in the area but the agency was able to locate a provider (out-of-state) who could meet the need. In Roosevelt/Vernal, there is at least one worker who speaks Spanish in each office. These staff are often enlisted to translate for others in the community.
- In Roosevelt/Vernal, there is a broad array of services particularly for the Native American population.
- There are services for American Sign Language (ASL) in the Price area. In Roosevelt/Vernal, there are several clients who require ASL and the agency has located a contracted resource to meet the need.
- There are some specialized needs which are unmet locally.
- The agency does a nice job of notifying the tribe where applicable. Staff feel like the tribe is inconsistent in their response and their guidance. The agency also relies heavily on the state ICWA specialist who they report is knowledgeable and a great resource.
- In Price, the agency and mental health partner share the results of drug testing in order to coordinate the information, and maximize the collaboration and efficiency and minimize the inconvenience for families.

Section VII- Foster and Adoptive Parent Licensing, Recruitment and Retention

- Foster parent recruitment is a function of the Utah Foster Care Foundation (UFCF) and therefore the efforts and strategies are not immediately apparent within the agency. Both community partners and agency staff have noticed the recruitment efforts of the UFCF which has manifested as Public Service Announcements on TV and radio spots, billboards, and social media.
- Most stakeholders reported that there are not enough foster parents (particularly specialized foster parents) available in any community within the region. This means that many children who are removed are placed out-of-area.
- The process of licensing (Home studies and Background Checks, etc.) foster homes has improved over the past two years and is going pretty well.
- Foster parents report that the licensing rule regarding the proof of immunization is difficult for foster parents.
- In Blanding/Moab, a position has been created to fill a Resource Family Consultant to support foster parents and kinship caregivers. Foster parents are excited and grateful for this development. This will provide substitute caregivers another point of contact when issues come up.

In addition to gathering information from stakeholder interviews which focused on the Federal Child and Family Services Review Stakeholder Interview Guide, additional information was

provided which did not fall under any of the federal categories. Therefore, this information is grouped together below as miscellaneous information.

- Staff throughout the region, report to be generally satisfied their job, despite the stressful nature of the job.
- Agency staff praised the unity that exists within the agency offices.
- Staff report that caseloads seem high but manageable and no staff have a caseload over 15 cases.
- Community partners' report that team meetings are happening less frequently than in the past or they are less likely to be invited to participate in Family Team Meetings. In other instances, when invitations are extended, the notification is too short to arrange the schedule in order to attend.
- Judge Bunnell has been great to work with for all child welfare stakeholders.
- In Moab/Blanding, community partners have noted there has been a lot of turnover with staff but the transition has been smooth.

III. Child and Family Status, System Performance, Analysis, and Trends

The QCR findings are presented in graphic form to help quantify the observations of the qualitative review. Graphs show a comparison of scores for past years' reviews with the current review. The graphs of the two broad domains of Child and Family Status and System Performance show the percent of cases in which the key indicators were judged to be "acceptable." A six-point rating scale is used to determine whether or not an indicator is judged to be acceptable. Reviewers scored each of the cases reviewed using this rating scale. The range of ratings is as follows:

- 1: Completely Unacceptable
- 2: Substantially Unacceptable
- 3: Partially Unacceptable
- 4: Minimally Acceptable
- 5: Substantially Acceptable
- 6: Optimal Status/Performance

Child and Family Status and System Performance are evaluated using 15 key indicators. Graphs presenting the overall scores for each domain are presented below. They are followed by graphs showing the distribution of scores for each indicator within each of the two domains.

Child and Family Status Indicators

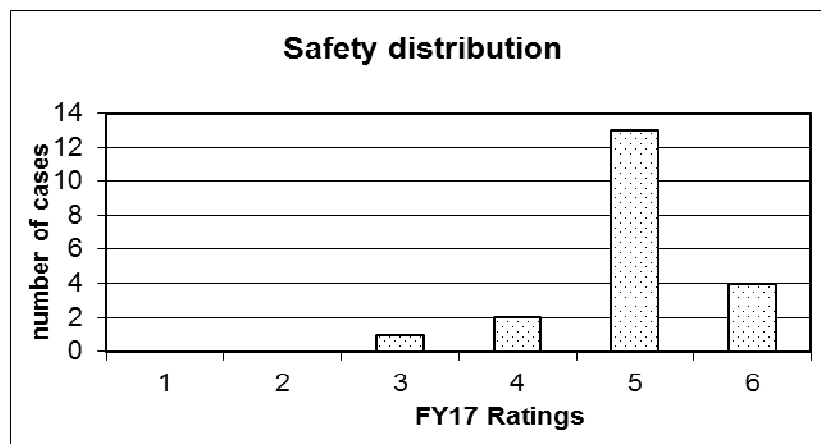
Overall Status

Eastern Child Status	# of cases (+)	# of cases (-)	Standard: 70% on all indicators (Exception is Safety = 85%)	FY13	FY14	FY15	FY16	FY17 Current Scores
			Standard: 85% on overall score					
Safety	19	1	95%	85%	95%	79%	85%	95%
<i>Child Safe from Others</i>	20	0	100%	90%	95%	84%	90%	100%
<i>Child Risk to Self or Others</i>	19	1	95%	90%	100%	89%	95%	95%
Stability	15	5	75%	70%	84%	84%	70%	75%
Prospect for Permanence	16	4	80%	60%	89%	74%	65%	80%
Health/Physical Well-being	20	0	100%	95%	100%	100%	100%	100%
Emot./Behavioral Well-being	19	1	95%	85%	100%	89%	85%	95%
Learning	20	0	100%	90%	100%	95%	90%	100%
Family Connections	10	3	77%	92%	88%	100%	91%	77%
Satisfaction	15	5	75%	80%	79%	74%	80%	75%
Overall Score	19	1	95%	80%	95%	79%	80%	95%
0% 20% 40% 60% 80% 100%								

Safety

Summative Questions: Is the child safe from threats of harm in his/her daily living, learning, working and recreational environments? Are others in the child's daily environments safe from the child? Does the child avoid self-endangerment and refrain from using behaviors that may put self and others at risk of harm?

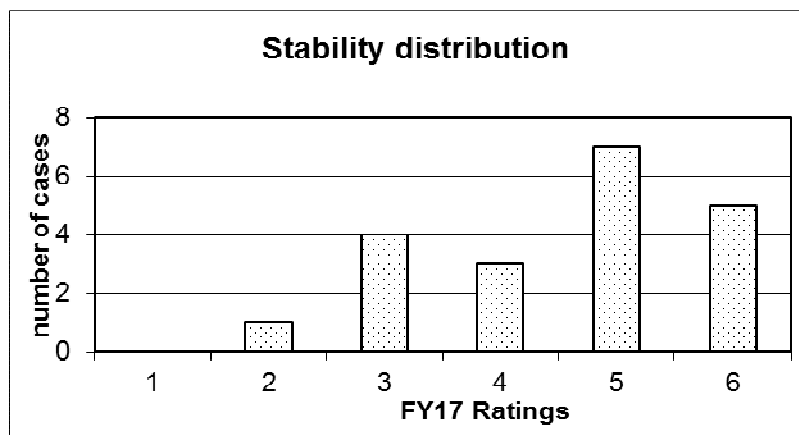
Findings: 95% of cases reviewed were in the acceptable range. This is an increase from last year's score of 85%.



Stability

Summative Questions: Has the child's placement setting been consistent and stable? Are the child's daily living and learning arrangements stable and free from risk of disruption? If not, are appropriate services being provided to achieve stability and reduce the probability of disruption?

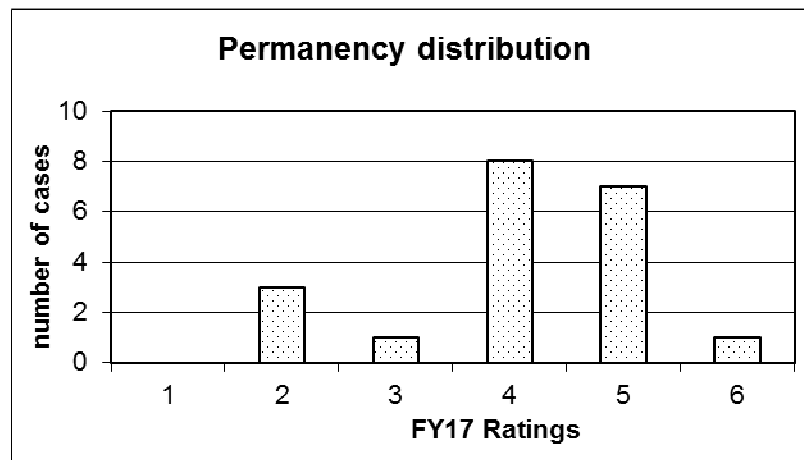
Findings: 75% of cases reviewed were in the acceptable range. This is an increase from last year's score of 70%.



Prospects for Permanence

Summative Questions: Is the child living with caregivers that the child, caregivers, and other stakeholders believe will endure until the child becomes independent? If not, is a permanency plan presently being implemented on a timely basis that will ensure that the child will live in enduring relationships that provide a sense of family, stability, and belonging?

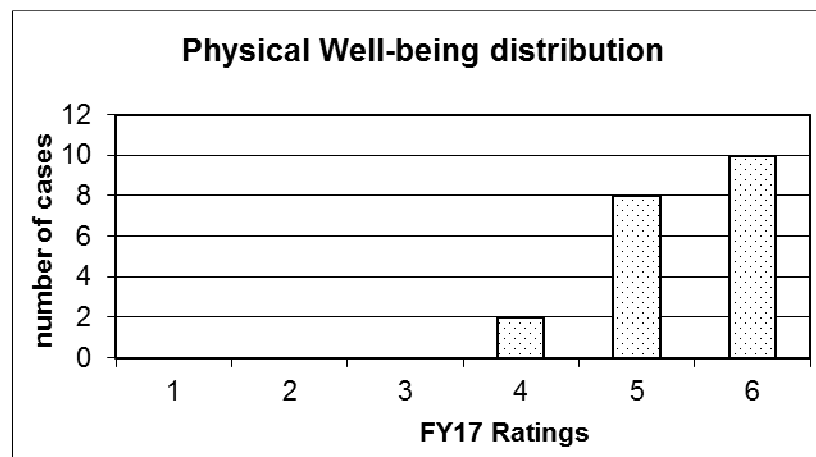
Findings: 80% of cases reviewed were within the acceptable range. This is an increase from last year's score of 65%.



Health/Physical Well-Being

Summative Questions: Is the child in good health? Are the child's basic physical needs being met? Does the child have health care services as needed?

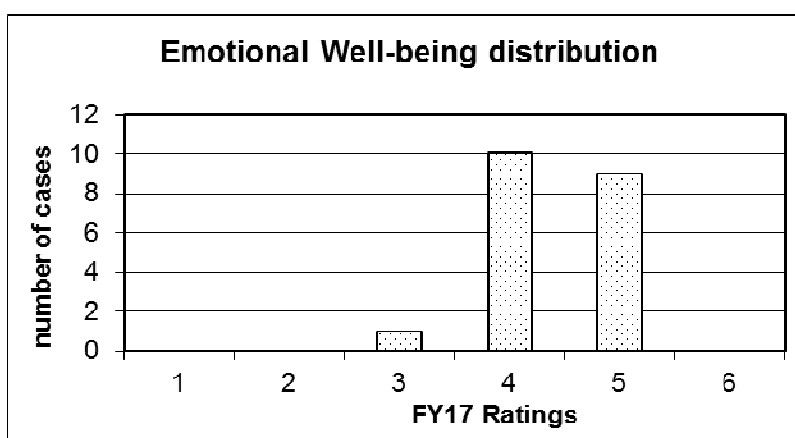
Findings: 100% of cases reviewed were in the acceptable range. This is the fourth consecutive year this indicator has scored 100%.



Emotional/Behavioral Well-Being

Summative Questions: Is the child doing well emotionally and behaviorally? If not, is the child making reasonable progress toward stable and adequate functioning, emotionally and behaviorally, at home and school?

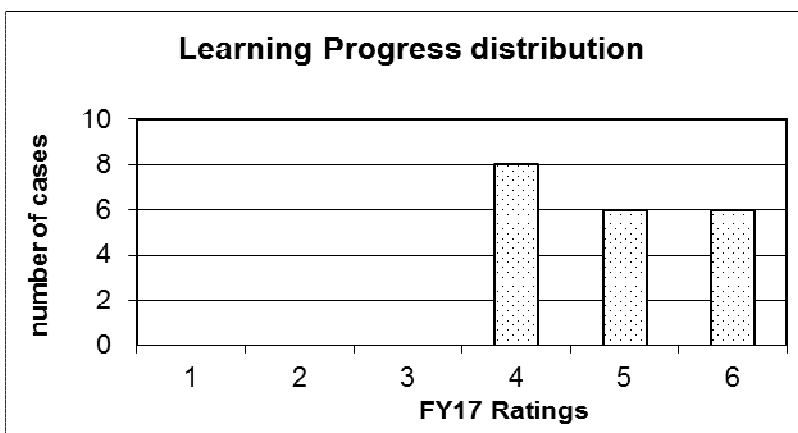
Findings: 95% of cases reviewed were within the acceptable range. This is an increase from last year's score of 85%.



Learning Progress

Summative Question: Is the child learning, progressing and gaining essential functional capabilities at a rate commensurate with his/her age and ability? **Note:** There is a supplementary scale used with children under the age of five that puts greater emphasis on developmental progress. Scores from the two scales are combined for this report.

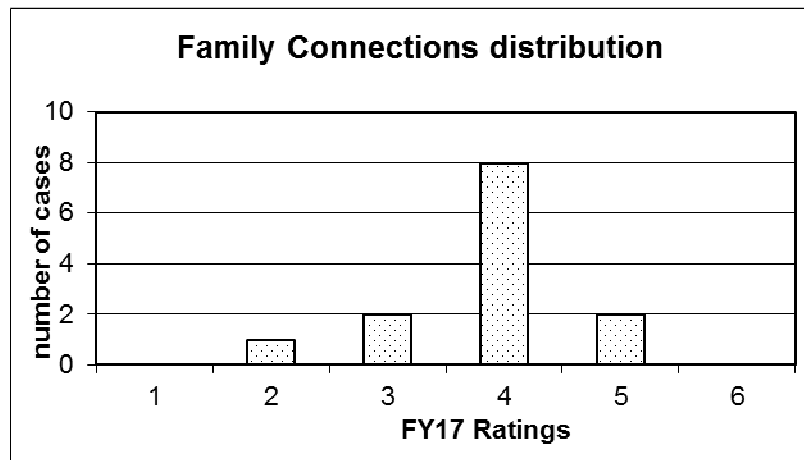
Findings: 100% of cases reviewed were within the acceptable range. This is an increase from last year's score of 90%.



Family Connections

Summative Question: While the child and family are living apart, are family relationships and connections being maintained through appropriate visits and other connecting strategies, unless compelling reasons exist for keeping them apart?

Findings: 77% of cases scored acceptable on Overall Family Connections. This is a decrease from last year's score of 91%. Reviewers rated the connection of children in care to their mothers, fathers, siblings placed apart and others. Scores ranged from a high score of 100% for Sibling visits to a low score of 43% for visits with Fathers.

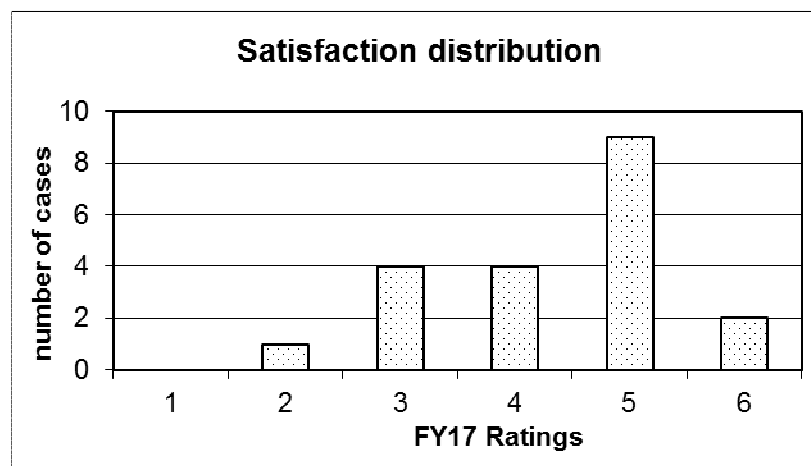


Eastern Family Connections			
	# of Cases (+)	# of Cases (-)	FY17 Scores
Overall Connections	10	3	77%
Mother	6	5	55%
Father	3	4	43%
Siblings	2	0	100%
Other	2	1	67%

Satisfaction

Summative Question: Are the child, parent/guardian, and substitute caregiver satisfied with the supports and services they are receiving?

Findings: 75% of cases reviewed were within the acceptable range on the overall Satisfaction score. This is a decrease from last year's score of 80%. Reviewers rated the satisfaction of children, mothers, fathers, and caregivers. Scores for the individual parties ranged from the high of 100% for the Child to 0% for Others. However there were only two applicable Others in the review.

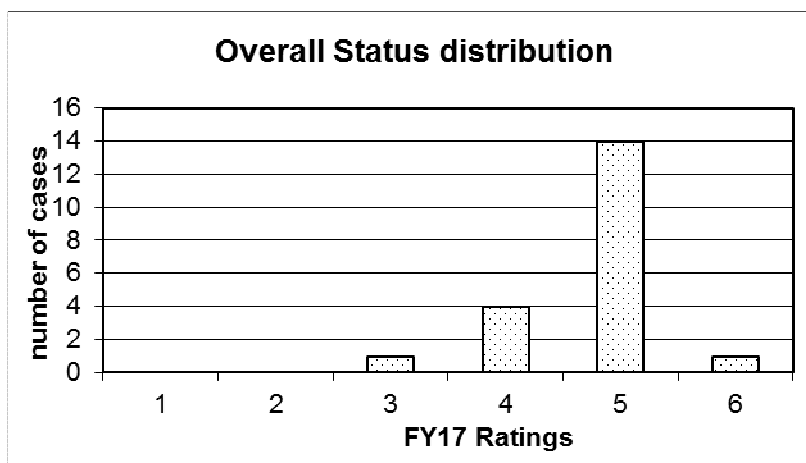


Eastern Satisfaction			
	# of Cases (+)	# of Cases (-)	FY17 Scores
Satisfaction	15	5	75%
Child	6	0	100%
Mother	8	5	62%
Father	5	2	71%
Caregiver	12	3	80%
Other	0	2	0%

Overall Child and Family Status

Summative Questions: Based on the Qualitative Case Review scores determined for the Child and Family Status indicators, how well are this child and family presently doing? A special scoring procedure is used to determine Overall Child and Family Status using the 6-point rating scale. In addition to scoring a 4 with this procedure, four of the first seven status indicators (minus Satisfaction) must score acceptable in order for the Overall Score to be acceptable. A unique condition affects the rating of Overall Child and Family Status in every case: The Safety indicator always acts as a “trump” so that the Overall Child and Family Status rating cannot be acceptable unless the Safety indicator is also acceptable.

Findings: 95% of cases reviewed were within the acceptable range. This is an increase from last year’s score of 80%. The Overall Child Status score is above the Overall Child Status standard of 85%.



System Performance Indicators

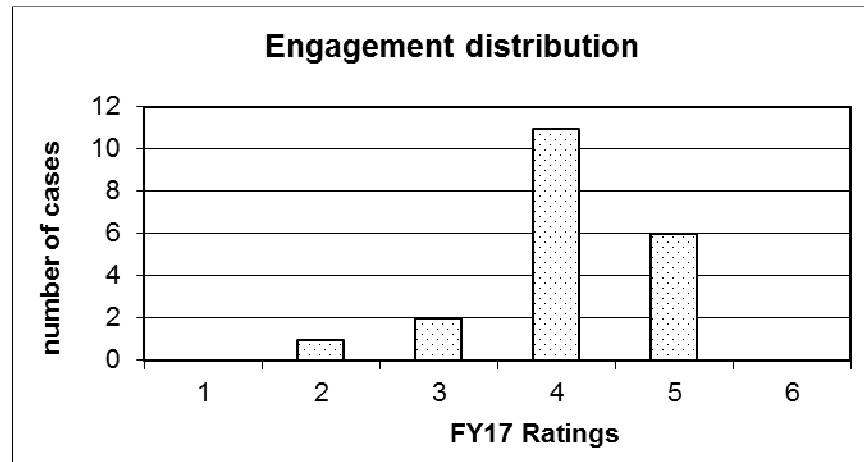
Overall System

Eastern System Performance	# of cases (+)	# of cases (-)	Standard: 70% on all indicators	FY13	FY14	FY15	FY16	FY17 Current Scores
			Standard: 85% on overall score					
Engagement	17	3	85%	90%	84%	89%	75%	85%
Teaming	13	7	65%	80%	68%	74%	65%	65%
Assessment	17	3	85%	60%	68%	79%	65%	85%
Long-term View	14	6	70%	65%	79%	74%	55%	70%
Child & Family Plan	11	9	55%	80%	74%	68%	65%	55%
Intervention Adequacy	17	3	85%	70%	89%	84%	80%	85%
Tracking & Adapting	19	1	95%	85%	89%	79%	80%	95%
Overall Score	17	3	85%	85%	89%	84%	85%	85%
0% 20% 40% 60% 80% 100%								

Child and Family Engagement

Summative Questions: Has the agency made concerted efforts to actively involve parents and children in the service process and in making decisions about the child and family? To what extent has the agency used rapport building strategies, including special accommodations, to engage the family?

Findings: 85% of cases reviewed were within the acceptable range. This is an increase from last year's score of 75% and above standard. Separate scores were given for Child, Mother, Father and Others. An overall score was then selected by the reviewer. Scores for the various groups ranged from a high of 100% for the Child to the low of 50% for Others.

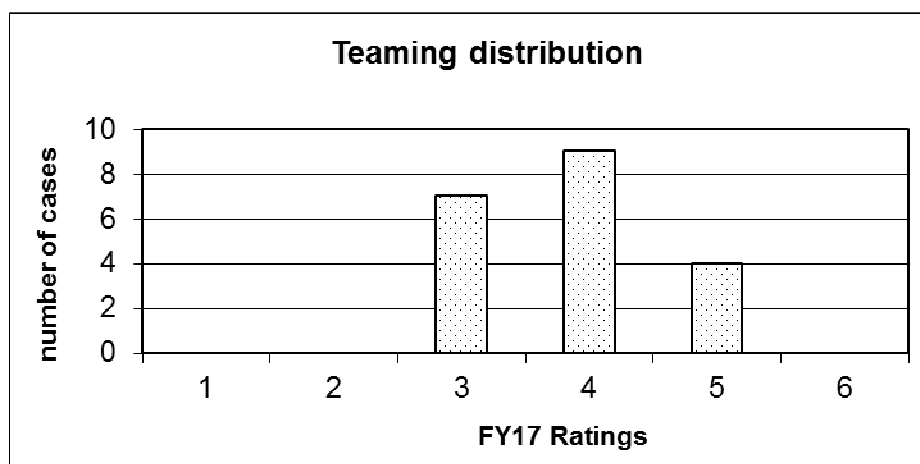


Eastern Engagement			
	# of Cases (+)	# of Cases (-)	FY17 Scores
Engagement	17	3	85%
Child	12	0	100%
Mother	10	7	59%
Father	10	3	77%
Other	2	2	50%

Child and Family Teaming

Summative Questions: Do the child, family, and service providers function as a team? Do the actions of the team reflect a pattern of effective teamwork and collaboration that benefits the child and family? Is there effective coordination in the provision of services across all providers?

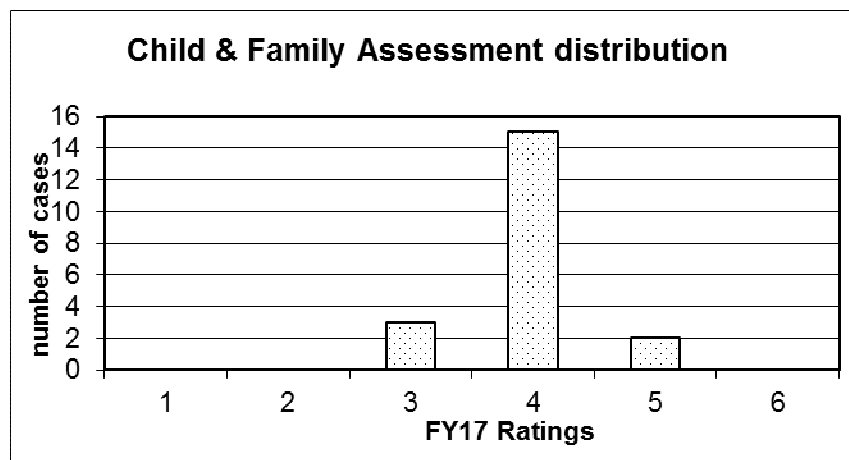
Findings: 65% of cases reviewed were within the acceptable range. This is the same as last year's score and is below the 70% standard.



Child and Family Assessment

Summative Questions: Are the current, obvious and substantial strengths and needs of the child and family identified through existing assessments, both formal and informal, so that all interveners collectively have a “big picture” understanding of the child and family? Do the assessments help the team draw conclusions on how to provide effective services to meet the child’s needs for enduring permanency, safety, and well-being? Are the critical underlying issues identified that must be resolved for the child to live safely with his/her family independent of agency supervision or to obtain an independent and enduring home?

Findings: 85% of cases reviewed were in the acceptable range. This is an increase from last year’s score of 65% and is above the standard. Individual scores were given for this indicator. Scores ranged from 95% for the Child to the score of 50% for Others.

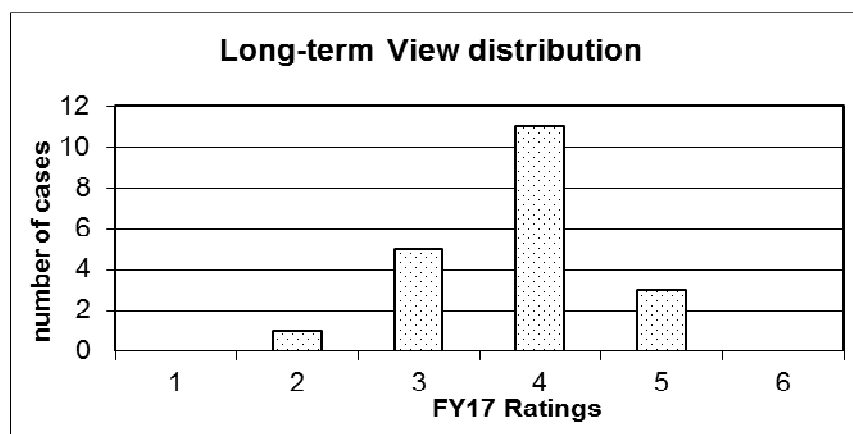


Eastern Assessment			
	# of Cases (+)	# of Cases (-)	FY17 Scores
Overall Assessment	17	3	85%
Child	19	1	95%
Mother	11	6	65%
Father	9	4	69%
Caregiver	13	2	87%
Other	2	2	50%

Long-Term View

Summative Questions: Is there a path that will lead the family and/or child toward achieving enduring safety and permanency without DCFS interventions? Is it realistic and achievable? Does the team, particularly the child/family, understand the path and destination? Does the path provide steps and address the next major transition(s) toward achieving enduring safety and permanence independent of DCFS interventions?

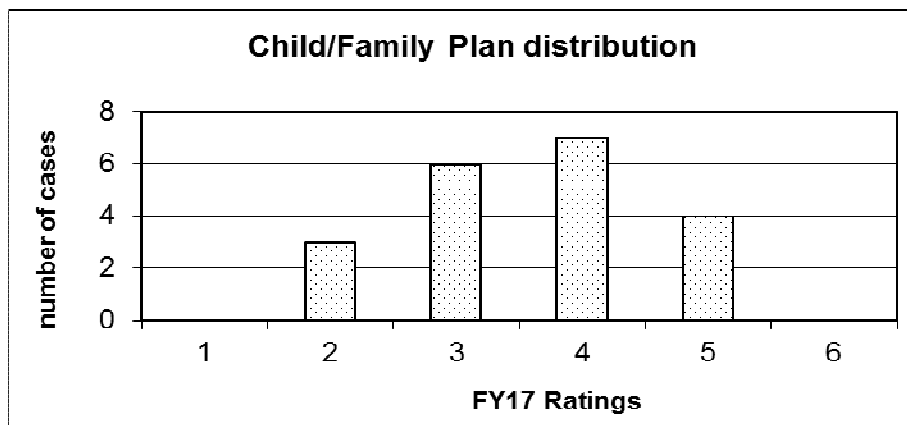
Findings: 70% of cases reviewed were within the acceptable range. This is an increase from last year's score of 55% and meets the standard.



Child and Family Plan

Summative Questions: Is the Child and Family Plan individualized and relevant to needs and goals? Are supports, services and interventions assembled into a holistic and coherent service process that provides a mix of elements uniquely matched to the child/family's situation and preferences? Does the combination of supports and services fit the child and family's situation so as to maximize potential results and minimize conflicting strategies and inconveniences?

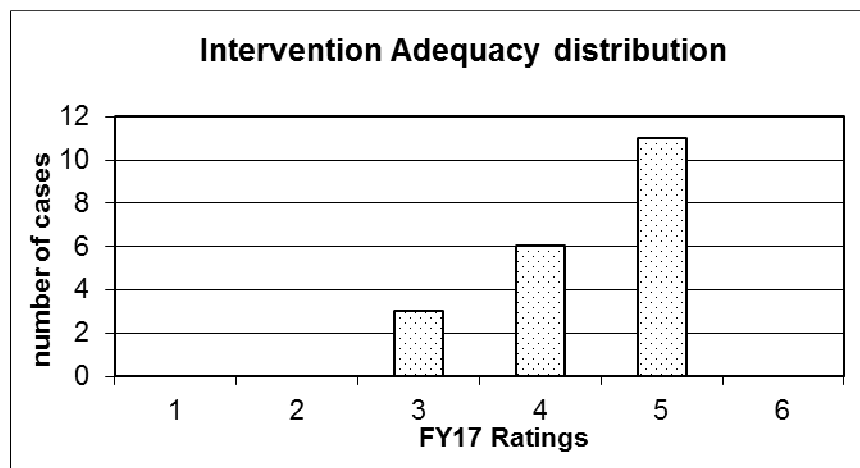
Findings: 55% of cases reviewed were within the acceptable range. This is a decrease from last year's score of 65% and is below the standard.



Intervention Adequacy

Summative Questions: To what degree are the planned interventions, services, and supports being provided to the child and family of sufficient power (precision, intensity, duration, fidelity, and consistency) and beneficial effect to produce results that would enable the child and family to live safely and independent from DCFS?

Findings: 85% of cases reviewed were within the acceptable range. This is an increase from last year's score of 80% and is above the standard. This indicator was scored separately for Child, Mother, Father and Caregiver. Scores ranged from 95% for the Child to 67% for Others.

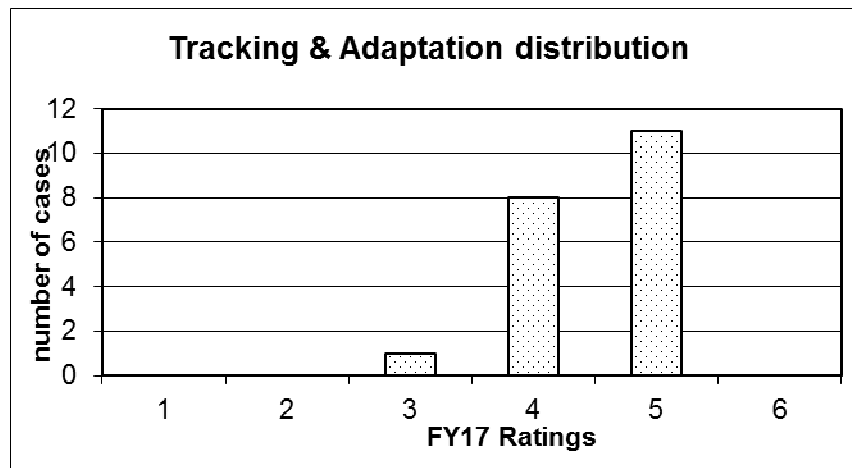


Eastern Intervention Adequacy			
	# of Cases (+)	# of Cases (-)	FY17 Scores
Overall Intervention Adequacy	17	3	85%
Child	19	1	95%
Mother	8	2	80%
Father	6	2	75%
Caregiver	14	1	93%
Other	2	1	67%

Tracking and Adaptation

Summative Questions: Are the child and family status, service process, and progress routinely monitored and evaluated by the team? Are services modified to respond to the changing needs of the child and family and to apply knowledge gained about service efforts and results to create a self-correcting service process?

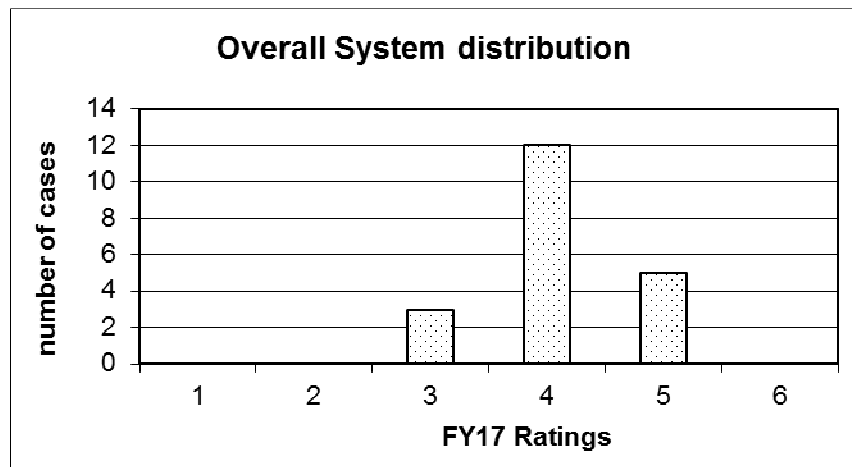
Findings: 95% of cases reviewed were in the acceptable range. This is an increase from last year's score of 80% and is above the standard.



Overall System Performance

Summative Questions: Based on the Qualitative Case Review scores determined for System Performance indicators, how well is the service system functioning for this child now? A special scoring procedure is used to determine Overall System Performance using the 6-point rating scale. In addition to scoring a 4 with this procedure, four of the seven system performance indicators must score acceptable in order for the overall score to be acceptable.

Findings: 85% of cases reviewed were within the acceptable range. This is the same as last year's and meets the Overall System Standard of 85%.



IV. Outcome Matrix

The display below presents a matrix analysis of the service testing results during the current QCR. Each of the cells in the matrix shows the percent of children and families experiencing one of four possible outcomes:

- Outcome 1: child and family status acceptable, system performance acceptable
- Outcome 2: child and family status unacceptable, system performance acceptable
- Outcome 3: child and family status acceptable, system performance unacceptable
- Outcome 4: child and family status unacceptable, system performance unacceptable

The desired result is to have as many children and families in Outcome 1 as possible and as few in Outcome 4 as possible. It is fortunate that some children and families do well in spite of unacceptable system performance (Outcome 3). Experience suggests that these are most often either unusually resilient or resourceful children and families, or children and families who have some “champion” or advocate who protects them from the shortcomings of the system. Unfortunately, there may also be some children and families who, in spite of good system performance, do not do well. (These children and families would fall in Outcome 2).

The outcome matrix for children and families reviewed during the Eastern Region review indicates that 80% of the cases had acceptable ratings on both Child Status and System Performance. There were no cases that rated unacceptable on both Child Status and System Performance.

	Favorable Status of Child		Unfavorable Status of Child		
	Outcome 1		Outcome 2		
Acceptable System Performance	Good status for the child, agency services presently acceptable. n= 16 80%		Poor status for the child, agency services minimally acceptable but limited in reach or efficacy. n= 1 5%		85%
Unacceptable System Performance	Outcome 3 Good status for the child, agency Mixed or presently unacceptable. n= 3 15.0%		Outcome 4 Poor status for the child, agency presently unacceptable. n= 0 0.0%		15%
	95%		5%		

V. Analysis of the Data

RESULTS BY CASE TYPE

The following tables compare how the different case types performed on some key child status and core system performance indicators. Focus will be applied to systemic indicators which were below the standard of 70%. These indicators are subject to a regional Practice Improvement Plan. Therefore a more detailed analysis of these indicators in conjunction with case characteristics may provide insight into factors contributing to the under-performance and potential strategies for improvement.

In-Home PSS cases scored better than Foster Care SCF cases on Overall Child Status and Overall System Performance. This tended to be true for most indicators but particularly so in Teaming and Child and Family Plan. It should be noted the limited number of In-Home PSS cases provide less definitive conclusions.

Case Type	# in Sample	Safety	Prospects for Permanence	Overall Child Status	Engagement	Teaming	Assessment	Long-Term View	Child and Family Plan	Intervention Adequacy	Tracking & Adapting	Overall System Performance
Foster Care SCF	16	94%	75%	94%	81%	63%	81%	69%	50%	88%	94%	81%
In-Home PSS	4	100%	100%	100%	100%	75%	100%	75%	75%	75%	100%	100%

Collection of demographic information regarding cases included in the case sample includes the question, “Did the child come into services due to delinquency rather than abuse and neglect?” Delinquency cases performed better than Non-Delinquency cases in both Overall Status and System scores. This is contrary to what is typically seen compared to other regions or historically for the Eastern Region. Typically Non-Delinquency tends to out perform Delinquency.

Case Type	# in Sample	Stability	Prospects for Permanence	Overall Child Status	Overall System Performance
Delinquency	5	80%	100%	100%	100%
Non-Delinquency	15	73%	73%	93%	80%

RESULTS BY PERMANENCY GOAL

The following table compares how the different Permanency Goals performed on some key child status and core system performance indicators. There were six different Permanency Goal types represented in the case sample. In Teaming, the ten Reunification cases tended to out-perform all other indicators except Individualized Permanency; with only one case represented. All goal types but Individualized Permanency performed below the standard.

Permanency Goal	# in Sample	Safety	Prospects for Permanence	Overall Child Status	Engagement	Teaming	Assessment	Long-Term View	Child and Family Plan	Intervention Adequacy	Tracking & Adapting	Overall System Performance
Adoption	5	80%	40%	80%	60%	20%	60%	40%	40%	80%	80%	60%
Guardianship (Non-Rel)	1	100%	100%	100%	100%	0%	100%	100%	0%	100%	100%	100%
Guardianship (Relative)	0	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA
Individualized Perm.	1	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Remain Home	3	100%	100%	100%	100%	67%	100%	67%	67%	100%	100%	100%
Reunification	10	100%	90%	100%	90%	90%	90%	80%	60%	80%	100%	90%

RESULTS BY CASEWORKER DEMOGRAPHICS

Caseload

The following table compares how caseload affected some key Child Status and core System Performance indicators. Caseloads in the sample were divided into two categories: caseloads of 16 cases or less and caseloads of 17 cases or more. Most noteworthy is the fact that only two cases were assigned to workers with a higher caseload.

Caseload Size	# in Sample	Safety	Prospects for Permanence	Overall Child Status	Engagement	Teaming	Assessment	Long-Term View	Child and Family Plan	Intervention Adequacy	Tracking & Adapting	Overall System Performance
16 cases or less	18	100%	83%	100%	89%	67%	83%	72%	50%	83%	94%	83%
17 cases or more	2	50%	50%	50%	50%	50%	100%	50%	100%	100%	100%	100%

Worker Experience

The following table compares how Length of Employment as a caseworker impacts performance. It is interesting to note that workers with less than 12 months represented slightly less than half of the entire review and yet this group did pretty well with teaming. The group of workers with five or more years of experience also performed well on Teaming. The group of workers who have more than 12 months and less 48 months had 7 cases in the sample and these cases combined to score 28% on Teaming. Conversely, the group of workers with less than 12 months experience and workers with more than 5 years-experience had 13 cases in the sample and 92% of these cases had acceptable Teaming.

No group except “24 to 36 months” group met the standard on the Child and Family Plan indicator. However there is only one case represented in the 24 to 36 months group and therefore may not be indicative of the practice for this group globally.

Length of Employment in Current Position	# in Sample	Safety	Prospects for Permanence	Overall Child Status	Engagement	Teaming	Assessment	Long-Term View	Child and Family Plan	Intervention Adequacy	Tracking & Adapting	Overall System Performance
Less than 12 months	9	100%	89%	100%	89%	78%	89%	78%	56%	89%	100%	89%
12 to 24 months	3	100%	100%	100%	100%	33%	67%	100%	67%	67%	100%	67%
24 to 36 months	1	0%	0%	0%	0%	0%	100%	0%	100%	100%	100%	100%
36 to 48 months	1	100%	0%	100%	100%	0%	100%	0%	0%	100%	100%	100%
48 to 60 months	2	100%	100%	100%	100%	50%	100%	50%	50%	100%	100%	100%
60 to 72 months	3	100%	100%	100%	100%	100%	100%	100%	67%	67%	100%	100%
More than 72 months	1	100%	0%	100%	0%	100%	0%	0%	0%	100%	0%	0%

RESULTS BY OFFICE

The following table compares how offices within the region performed on some key Child Status and System Performance indicators. Cases from six offices in the Eastern Region were selected as part of the sample. The five cases in Blanding and Moab assisted these offices to achieve the standard on Teaming. Vernal was the only office to achieve the standard on Child and Family Plan.

Office	# in Sample	Safety	Prospects for Permanence	Overall Child Status	Engagement	Teaming	Assessment	Long-Term View	Child and Family Plan	Intervention Adequacy	Tracking & Adapting	Overall System Performance
Blanding	2	100%	50%	100%	100%	100%	100%	50%	50%	100%	100%	100%
Castle Dale	1	100%	100%	100%	100%	0%	0%	100%	0%	0%	100%	0%
Moab	3	100%	100%	100%	100%	100%	100%	100%	67%	100%	100%	100%
Price	6	100%	100%	100%	100%	50%	100%	67%	50%	100%	100%	100%
Roosevelt	3	100%	33%	100%	67%	67%	67%	33%	33%	100%	67%	67%
Vernal	5	80%	80%	80%	60%	60%	80%	80%	80%	60%	100%	80%

RESULTS BY AGE

OSR looked at the effect of age on Stability, Permanency, Overall Child Status, and Overall System Performance. The following is a table showing how different age groups performed according to these specific measures.

Age	# in Sample	Stability	Prospects for Permanence	Overall Child Status	Overall System Performance
5 years or less	9	89%	89%	100%	67%
6-12 years	4	25%	50%	100%	100%
13-15 years	2	100%	50%	50%	100%
16 + years	5	89%	89%	100%	67%

VI. CORE SYSTEM INDICATORS AND TRENDS

This section contains data for all system indicators over a five year period showing how the ratings of 1 (completely unacceptable), 2 (substantially unacceptable), 3 (partially unacceptable), 4 (minimally acceptable), 5 (substantially acceptable) and 6 (optimal) are trending within each indicator. The table for each indicator in the section below shows an average and percentage score for that indicator. The line graph represents the percentage of the indicator that scored within the acceptable range. The ideal trend would be to see an improvement trend line that shows an increase in the average score of the indicator along with an increase in the percentage score OR a maintenance trend line that shows a steady performance percentage above the standard with ratings in the range of 5 or 6.

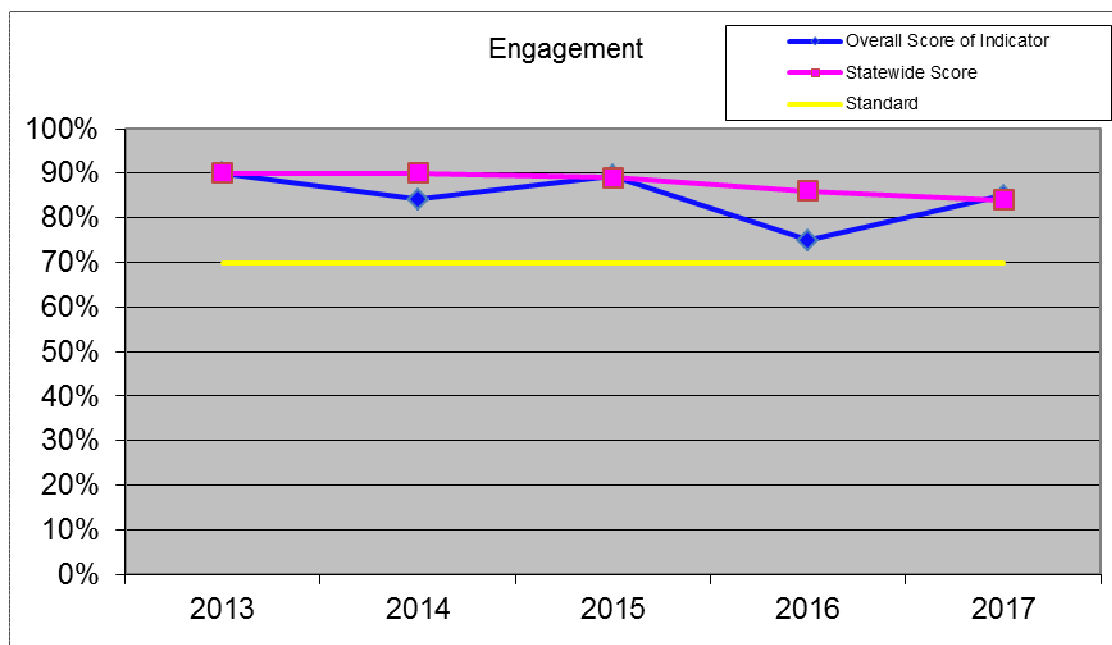
Child and Family Engagement Trends

The average score for the Engagement indicator **decreased** from last year. The average score for the Engagement indicator is the **lowest** of all scores over the five-year period.

The overall percentage score for the Engagement indicator **increased** from last year. The overall Engagement score is in the **mid-range** of all scores over the five-year period. The Engagement score is **above** the standard this year.

The regional overall score for the Engagement indicator is **above** the FY17 statewide score for this indicator

Engagement					
	2013	2014	2015	2016	2017
Average Score of Indicator	4.15	4.42	4.21	4.20	4.10
Overall Score of Indicator	90%	84%	89%	75%	85%
Statewide Score	90%	90%	89%	86%	84%



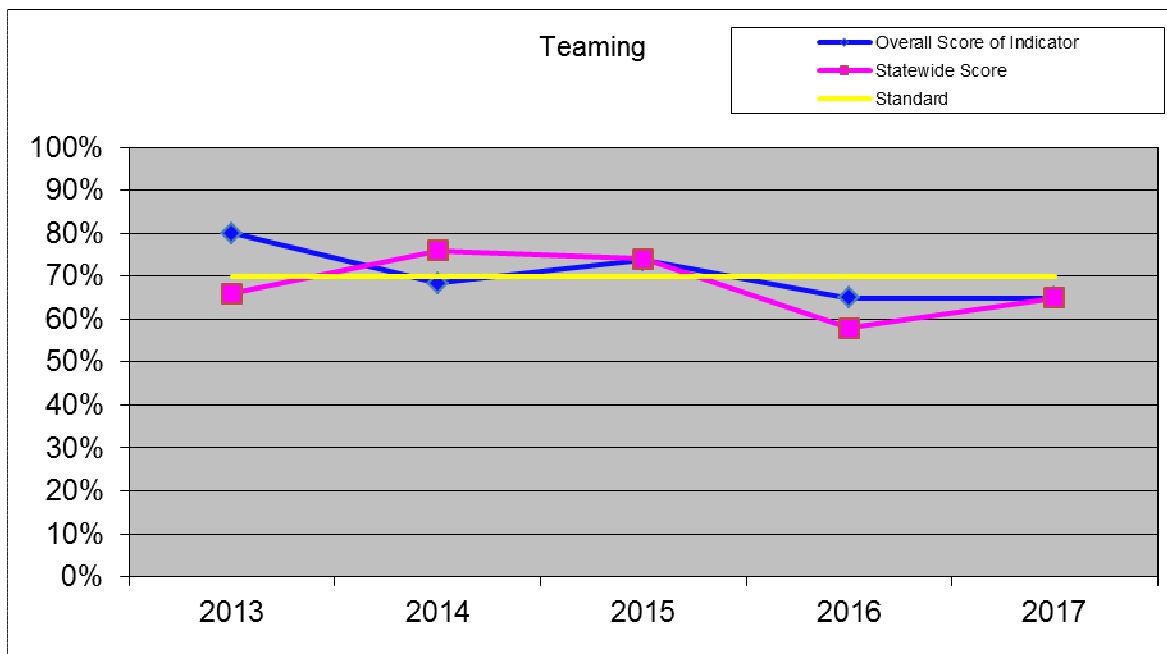
Teaming Trends

The average score for the Teaming indicator **decreased** from last year. The average score for the Teaming indicator is the **lowest** score in the five-year period.

The overall percentage score for the Teaming indicator **matched** the score from last year. The overall Teaming score is the **lowest** in the five-year period. The Teaming score is **below** the standard this year.

The regional overall score for the Teaming indicator **matches** the FY17 statewide score for this indicator.

Teaming					
	2013	2014	2015	2016	2017
Average Score of Indicator	3.95	3.89	4.11	3.90	3.85
Overall Score of Indicator	80%	68%	74%	65%	65%
Statewide Score	66%	76%	74%	58%	65%



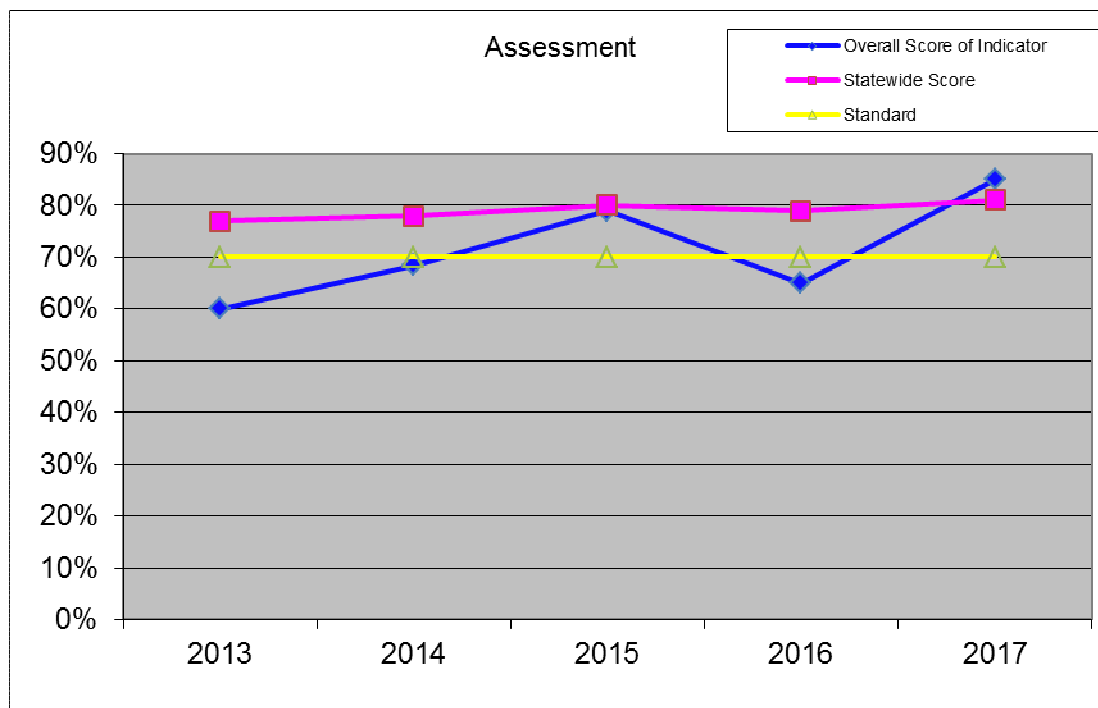
Child and Family Assessment Trends

The average score for the Assessment indicator **increased** from last year's score. The average score for the Assessment indicator was the **matched the highest** of all scores in the five-year period.

The overall percentage score for the Assessment indicator **increased** from last year. The overall Assessment score is the **highest** score in the five-year period. The Assessment score is **above** the standard this year.

The regional overall score for the Assessment indicator is **above** the FY17 statewide score for this indicator.

Assessment					
	2013	2014	2015	2016	2017
Average Score of Indicator	3.75	3.89	3.95	3.90	3.95
Overall Score of Indicator	60%	68%	79%	65%	85%
Statewide Score	77%	78%	80%	79%	81%
Statewide Score	77%	78%	80%	79%	81%



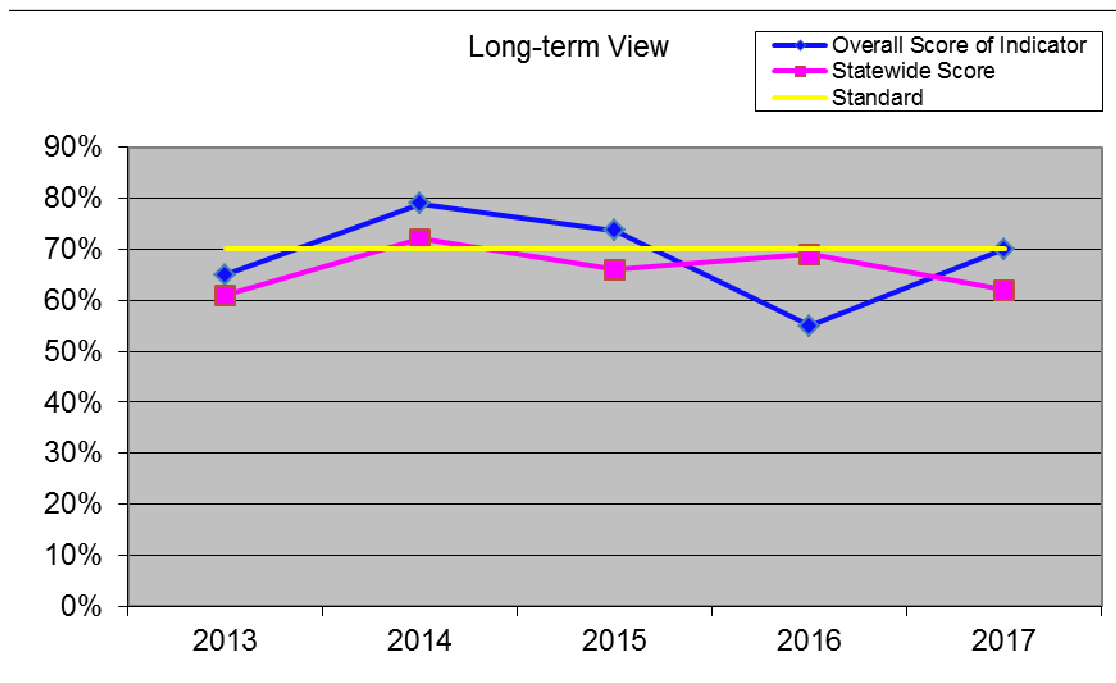
Long-Term View Trends

The average score for the Long-term View indicator **decreased** from last year. The average score for the Long-term View indicator is the **lowest** score in the five-year period.

The overall percentage score for the Long-term View indicator **increased** from last year. The overall Long-term View score is in the **mid-range** of all score over the five-year period. The Long-term View score is **at** the standard this year.

The regional overall score for the Long-term View indicator is **above** the FY17 statewide score for this indicator.

Long-Term View					
	2013	2014	2015	2016	2017
Average Score of Indicator	3.85	4.11	3.84	3.95	3.80
Overall Score of Indicator	65%	79%	74%	55%	70%
Statewide Score	61%	72%	66%	69%	62%
Statewide Score	61%	72%	66%	69%	62%



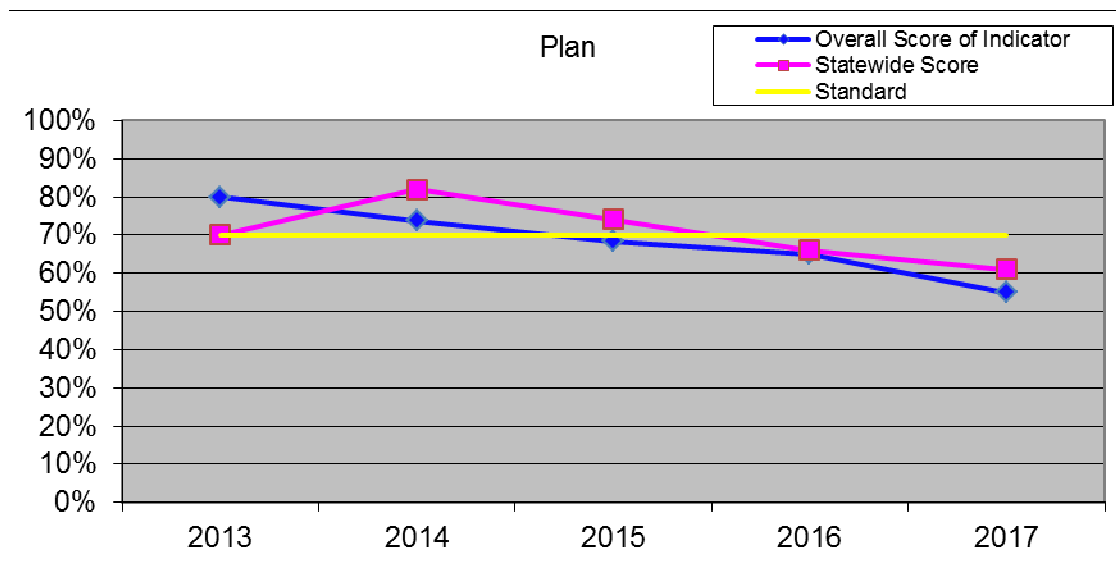
Child and Family Plan Trends

The average score for the Plan indicator **decreased** from last year. The average score for the Plan indicator is the **lowest** of all scores during the five-year period.

The overall percentage score for the plan indicator **decreased** from last year. The overall Plan score is the **lowest** of all scores in the five-year period. The Plan score is **below** the standard this year.

The regional overall score for the Plan indicator is **below** the FY17 statewide score for this indicator.

Child and Family Plan					
	2013	2014	2015	2016	2017
Average Score of Indicator	3.95	4.00	4.00	3.80	3.60
Overall Score of Indicator	80%	74%	68%	65%	55%
Statewide Score	70%	82%	74%	66%	61%
Statewide Score	70%	82%	74%	66%	61%



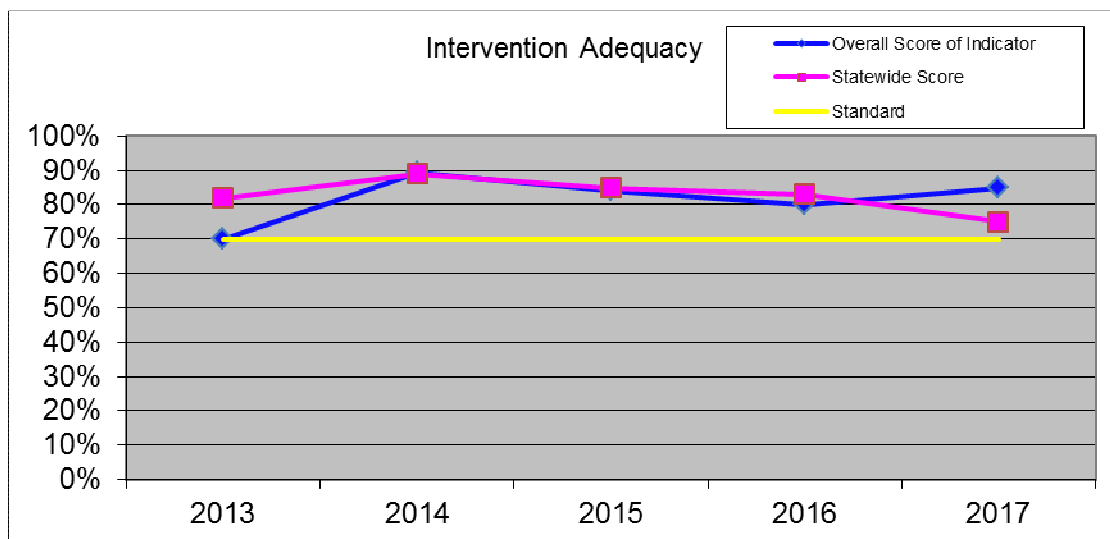
Intervention Adequacy Trends

The average score for the Intervention Adequacy indicator **increased** from last year. The average score for the Intervention Adequacy indicator is the **highest** of all scores in the five-year period.

The overall percentage score for the Intervention Adequacy indicator **increased** from last year's score. The overall Intervention Adequacy score is in the **second highest** of all scores in the five-year period. The Intervention Adequacy score is **above** the standard this year.

The regional overall score for the Intervention Adequacy indicator is **above** the FY17 statewide score for this indicator.

Intervention Adequacy					
	2013	2014	2015	2016	2017
Average Score of Indicator	4.00	4.32	4.26	4.15	4.40
Overall Score of Indicator	70%	89%	84%	80%	85%
Statewide Score	82%	89%	85%	83%	75%
Statewide Score	82%	89%	85%	83%	75%



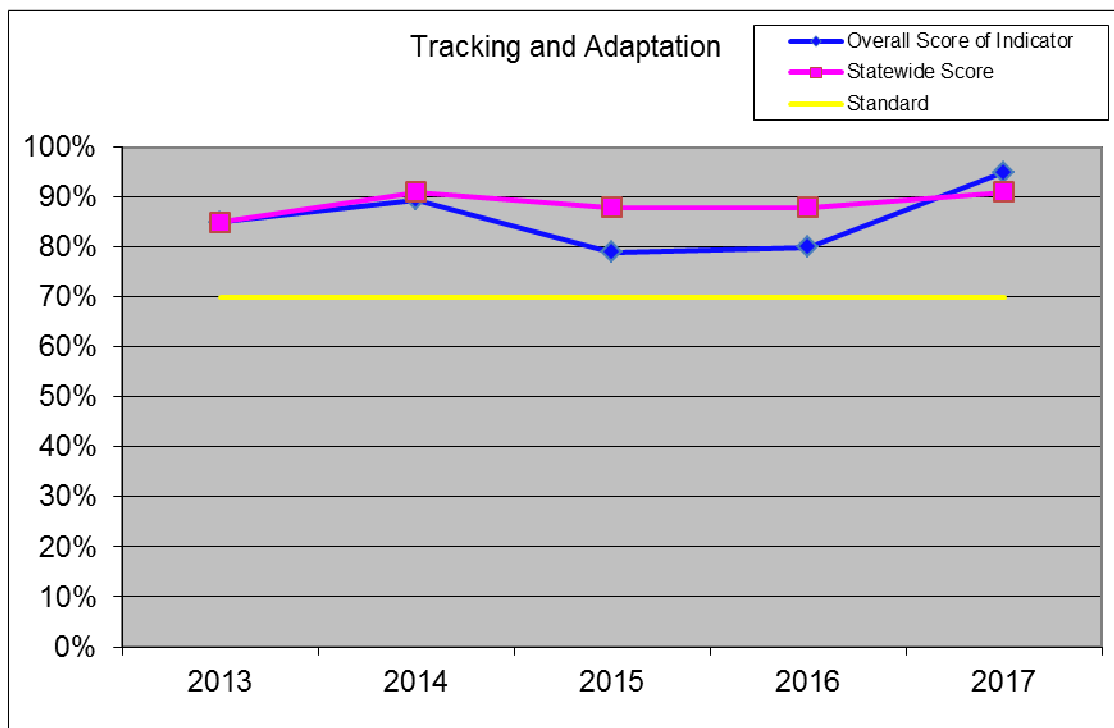
Tracking and Adapting Trends

The average score for the Tracking and Adaptation indicator **increased** from last year's score. The average score for the Tracking and Adaptation indicator is the **highest** of all scores over the five-year period.

The overall percentage score for the Tracking and Adaption indicator **increased** from last year's score. The overall Tracking and Adaptation score is the **highest** of all scores over the five-year period. Tracking and Adaptation is **above** the standard this year.

The regional overall score for the Tracking and Adaptation indicator is **above** the FY17 statewide score for this indicator

Tracking and Adaptation					
	2013	2014	2015	2016	2017
Average Score of Indicator	4.20	4.47	4.37	4.25	4.50
Overall Score of Indicator	85%	89%	79%	80%	95%
Statewide Score	85%	91%	88%	88%	91%
Statewide Score	85%	91%	88%	88%	91%



VII. Summary and Improvement Opportunities

Summary

During the FY2017 Eastern Region Qualitative Case Review (QCR), strengths were identified about child welfare practice in the Eastern Region. It is clear that there is significant commitment and hard work devoted to ensuring the safety and well-being of children and families. During the QCR review, a few opportunities for practice improvement were also identified that could improve and enhance the services being provided.

Child Status

Several indicators improved or remained high. All Status indicators were above 70%. Five indicators improved from last year's scores including; Safety, Stability, Prospects for Permanency, Emotional/Behavioral Well-being, and Learning. Health/Physical Well-being and Learning indicators each scored 100%. The overall Status score improved and scored 95%.

System Performance

The Overall System score remained the same as last year and met the standard of 85%. Despite the fact that the overall System score did not vary from last year's score, most indicators actually improved between 5% and 20%. Five indicators were above the standard of 70%. These indicators included Engagement, Assessment, Long-term View, Intervention Adequacy and Tracking & Adaptation. Five indicators improved from last year's score including Engagement, Assessment, Long-term View, Intervention Adequacy and Tracking & Adaptation.

Last year, there were four indicators which were subject to the regional Practice Improvement Plan. These included Teaming, Assessment, Long-term View and Child & Family Plan. The Assessment and Long-term View indicators improved and are now above the standard. There was no change in the Teaming score which remains below the standard. The Child and Family Plan score declined. Teaming and Child & Family Plan are subject to a regional Practice Improvement Plan.

Improvement Opportunities and Recommendations

When looking at some of the more prominent characteristics of cases some themes start to emerge.

TEAMING:

- Foster care cases tended to be more problematic, particularly when the goal was Adoption. Conversely foster case cases with a goal of Reunification tended to have some of the best teaming scores of any goal type.

- Years of experience appeared to have a significant impact on practice. Teaming scores on cases assigned to workers with more than 12 months experience and less than 60 months experience scored 28%. Conversely, cases assigned to workers with less than 12 months or more than 60 months experience scored 92% on Teaming.
- Office performance seems to have impacted regional performance on Teaming. Moab and Blanding scored 100% on teaming while no other office met the standard of 70% on Teaming.

CHILD & FAMILY PLAN:

- Foster care cases tended to be more problematic than In-home cases, particularly on cases where the goal was Adoption.
- Offices performance impacted the regional performance on the Child & Family Plan score. The Vernal office was the only office to meet the standard and in fact, the Vernal office did much better than exceeding the standard.

A copy of the Eastern Region Practice Improvement Plan can be found at <http://dcfs.utah.gov/reports/>